



**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF, PERSONNEL  
UNIT 29351  
APO AE 09014

AEAGA-CE

2 APR 2001

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT:** Implementation of USAREUR Alternative Discipline Program

1. Reference. AR 690-700, Chapter 751.
2. This guidance establishes the U.S. Army Europe/7A's Alternative Discipline (AD) Program. The program covers U.S. Army Appropriated Fund civilian employees who become involved in acts of misconduct. In exchange for the employee's admission of wrongdoing, commitment to future improved conduct and a waiver of appeal and grievance rights, the immediate supervisor will be able to offer a reduced misconduct penalty through the Alternative Disciplinary program.
  - a. Alternative Discipline is being used successfully in many agencies throughout the Federal Government to resolve and reduce misconduct situations. The primary goals of the AD program are to reduce time and costs associated with the administrative and legal processes and to foster a more positive and stable work environment.
  - b. Implementation of the USAREUR/7A Alternative Discipline Program is strongly encouraged for all USAREUR/7A and non-USAREUR/7A commands and organizations serviced by the USAREUR Civilian Human Resources Management Agency (CHRMA).
  - c. The immediate supervisor can offer Alternative Discipline on a discretionary basis. Once offered, the employee must voluntarily accept the supervisor's offer in order to participate in the program. The supervisor and the employee must mutually agree to use AD. The employee will not be forced or coerced into participating in the program or signing the AD agreement.
  - d. The following program requirements will be adhered to:
    - (1) AD will not be offered to employees serving trial or probationary period;
    - (2) AD will not be used in cases where the misconduct warrants removal;
    - (3) AD will not be used in cases where the employee's continued presence in the workplace would pose a threat to the employee or others;
    - (4) AD will not be used for employee misconduct that by statute requires a specific penalty (willful misuse of government-owned vehicle);

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(5) The immediate supervisor's offer of AD will be discretionary, except for the situations excluded above in this para (1) - (4);

(6) The affected employee will have the option to accept or decline an offer of AD;

(7) The employee will be given a minimum period of three work days to consider an immediate supervisor's offer of AD;

(8) The immediate supervisor's offer of AD will occur prior to the initiation of any written formal traditional disciplinary action;

(9) The standardized agreement will be used in all AD situations;

(10) The terms of an AD agreement will not be precedent setting for other misconduct cases or situations; and

(11) AD agreements will remain in effect for a period up to three years, unless otherwise stipulated, in an organization or command serviced by the USAREUR/7A CHRMA.

e. While Alternative Discipline will be offered solely at the discretion of the immediate supervisor, fair and equitable treatment of subordinate employees must prevail.

f. The CPAC Human Resource (HR) representative will serve as an advisor to the immediate supervisor on program implementation and general program instructions.

3. General guidance and procedures for the USAREUR/7A AD program are provided in the "Immediate Supervisor's Guide" and the "Employee's Guide". Also, training slides with talking notes have been prepared and are attached to facilitate the implementation.

a. Some modifications can be made to the basic USAREUR/7A AD program at the ASG level, based upon the desires of the Community Commander. ASG level programs can be modified to include the following types of considerations: the ability to make AD mandatory for certain categories of offenses (e.g., attendance related misconduct), an allowance to use other creative penalties which do not violate law or regulation, an allowance to limit coverage of the AD program to penalty situations warranting suspensions of 14 days or less, and the ability to increase the employee's 3-day minimum consideration period. Other modifications may be permitted after coordination with USAREUR CPD, USPPD, Policy Management Branch.

b. The CPACs will maintain records of offers and acceptances/declinations. Each CPAC will report these statistics, on a quarterly basis, to the HQ USAREUR Civilian Personnel Directorate, USPPD, Policy Management Branch, at the end of fourth quarter FY 2001.

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4. Questions regarding this program and/or the procedures can be directed to HQ USAREUR/7A POCs Mr. Gary Goshorn or Mr. Clinton Norris, Policy Management Branch, U.S. Personnel Policy Division, Civilian Personnel Directorate, DSN 370-3945/3948.

FOR THE DEPUTY CHIEF OF STAFF, PERSONNEL:



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